

Ref #	Hits	Search Query	DBs	Default Operator	Plurals	Time Stamp
L1	18927	caterpillar\$.as.	US-PGPUB; USPAT; USOCR; EPO; JPO; DERWENT; IBM_TDB	OR	OFF	2005/09/17 15:39
L2	3	gareau-b\$.in.	US-PGPUB; USPAT; USOCR; EPO; JPO; DERWENT; IBM_TDB	OR	OFF	2005/09/17 15:47
L3	1	cultural ADJ assessment ADJ process	US-PGPUB; USPAT; USOCR; EPO; JPO; DERWENT; IBM_TDB	OR	OFF	2005/09/17 16:10
L4	4	cultural ADJ assessment\$2	US-PGPUB; USPAT; USOCR; EPO; JPO; DERWENT; IBM_TDB	OR	OFF	2005/09/17 16:10
L5	3	4 not 3	US-PGPUB; USPAT; USOCR; EPO; JPO; DERWENT; IBM_TDB	OR	OFF	2005/09/17 16:14
L6	1	("20030004778").PN.	US-PGPUB; USPAT	OR	OFF	2005/09/17 17:14
L7	6	((("5490060") or ("6161101") or ("20020049621") or ("20020058233") or ("20020059188") or ("20020065709"))).PN.	US-PGPUB; USPAT	OR	OFF	2005/09/17 17:16
L8	675	(questionnaire\$2 or (focus ADJ group\$2) or survey\$4 or poll or polls or polling or polled) NEAR5 (employee\$2 or worker\$2 or staff)	US-PGPUB; USPAT; USOCR; EPO; JPO; DERWENT; IBM_TDB	OR	OFF	2005/09/17 17:17
L9	78	8 AND ((improv\$4 or improve\$5) NEAR6 (business\$2 or corporat\$5 or organization\$3 or compan\$3 or enterprise\$2))	US-PGPUB; USPAT; USOCR; EPO; JPO; DERWENT; IBM_TDB	OR	OFF	2005/09/17 17:18

<i>knit</i> L10	18	9 AND (culture\$2 or cultural)	US-PGPUB; USPAT; USOCR; EPO; JPO; DERWENT; IBM_TDB	OR	OFF	2005/09/17 17:21
<i>knit</i> L11	60	9 not 10	US-PGPUB; USPAT; USOCR; EPO; JPO; DERWENT; IBM_TDB	OR	OFF	2005/09/17 17:21
<i>skipped</i> L12	16	("4809219" "4849879" "4972328" "5496175" "5500795" "5627973" "5704029" "5765038" "5781704" "5999908").PN. OR ("6161101").URPN.	US-PGPUB; USPAT; USOCR	OR	OFF	2005/09/17 17:28
<i>skipped</i> L13	1	("2002/0065709").URPN.	USPAT	OR	OFF	2005/09/17 17:29

Dialog
9/17/05

Your SELECT statement is:

s ((cultural()assessment()process) and (gareau or sage or caterpillar))

Items	File
1	11: PsycINFO(R)_1887-2005/Jul W4
1	13: BAMP_2005/Aug W4
2	15: ABI/Inform(R)_1971-2005/Sep 16
Examined 50 files	
Examined 100 files	
1	149: TGG Health&Wellness DB(SM)_1976-2005/Sep W2
Examined 150 files	
Examined 200 files	
1	349: PCT FULLTEXT_1979-2005/UB=20050915,UT=20050908
Examined 250 files	
Examined 300 files	
1	484: Periodical Abs Plustext_1986-2005/Sep W2
Examined 350 files	
1	553: Wilson Bus. Abs. FullText_1982-2004/Dec
Examined 400 files	
Examined 450 files	
Examined 500 files	
Examined 550 files	
1	993: NewsRoom 2003

8 files have one or more items; file list includes 580 files.

Wentz

Dialog
9/17/85

Your SELECT statement is:
s (brian(2n)gareau and caterpillar)

Items	File
-----	-----
Examined 50 files	
Examined 100 files	
1	148: Gale Group Trade & Industry DB_1976-2005/Sep 19
Examined 150 files	
Examined 200 files	
1	348: EUROPEAN PATENTS_1978-2005/Sep W02
Examined 250 files	
Examined 300 files	
2	471: New York Times Fulltext_1980-2005/Sep 17
Examined 350 files	
Examined 400 files	
1	631: Boston Globe_1980-2005/Sep 16
1	634: San Jose Mercury_ Jun 1985-2005/Sep 16
Examined 450 files	
1	649: Gale Group Newswire ASAP(TM)_2005/Sep 06
Examined 500 files	
Examined 550 files	

}
kmic

6 files have one or more items; file list includes 580 files.

Your SELECT statement is:

s (caterpillar or (brian(2n)gareau)) and employee()engagement

Items	File
----	----
2	13: BAMP_2005/Aug W4
2	15: ABI/Inform(R)_1971-2005/Sep 16
2	16: Gale Group PROMT(R)_1990-2005/Sep 16
4	20: Dialog Global Reporter_1997-2005/Sep 17
1	47: Gale Group Magazine DB(TM)_1959-2005/Sep 19
Examined 50	files
1	75: TGG Management Contents(R)_86-2005/Sep W2
Examined 100	files
3	148: Gale Group Trade & Industry DB_1976-2005/Sep 19
Examined 150	files
2	211: Gale Group Newsearch(TM)_2005/Sep 19
1	258: AP News Jul_2000-2005/Sep 17
Examined 200	files
Examined 250	files
Examined 300	files
2	484: Periodical Abs Plustext_1986-2005/Sep W2
Examined 350	files
Examined 400	files
1	608: KR/T Bus.News._1992-2005/Sep 17
4	613: PR Newswire_1999-2005/Sep 17
2	621: Gale Group New Prod.Annou.(R)_1985-2005/Sep 19
Examined 450	files
2	649: Gale Group Newswire ASAP(TM)_2005/Sep 06
Examined 500	files
1	761: Datamonitor Market Res._1992-2005/Sep
Examined 550	files
3	781: ProQuest Newsstand_1998-2005/Sep 17
3	990: NewsRoom Current_May 1 -2005/Sep 17
2	991: NewsRoom 2005 Jan 1-2005/Apr 30
3	992: NewsRoom 2004 Jan 1-2004/Dec 31
1	993: NewsRoom 2003

20 files have one or more items; file list includes 581 files.

Your SELECT statement is:

s ((cultural()assessment? ?) and (business?? or organization?? or company or corporat???? or companies) and (issue? ? or theme? ? or complaint? ? or grievance? ?)) not py>2000

Items	File
----	----
4	1: ERIC_1966-2004/Jul 21
7	6: NTIS_1964-2005/Sep W1
2	9: Business & Industry(R)_Jul/1994-2005/Sep 16
33	11: PsycINFO(R)_1887-2005/Jul W4
15	13: BAMP_2005/Aug W4
55	15: ABI/Inform(R)_1971-2005/Sep 16
15	16: Gale Group PROMT(R)_1990-2005/Sep 16
Processing	
19	20: Dialog Global Reporter_1997-2005/Sep 17
5	35: Dissertation Abs Online_1861-2005/Aug
2	47: Gale Group Magazine DB(TM)_1959-2005/Sep 19
1	50: CAB Abstracts_1972-2005/Aug
Examined 50 files	
1	65: Inside Conferences_1993-2005/Sep W2
14	75: TGG Management Contents(R)_86-2005/Sep W2
26	88: Gale Group Business A.R.T.S._1976-2005/Sep 15
7	103: Energy SciTec_1974-2005/Aug B2
1	122: Harvard Business Review_1971-2005/Jul
Examined 100 files	
Processing	
40	148: Gale Group Trade & Industry DB_1976-2005/Sep 19
22	149: TGG Health&Wellness DB(SM)_1976-2005/Sep W2
1	155: MEDLINE(R)_1951-2005/Sep 19
7	180: Federal Register_1985-2005/Sep 19
8	194: FBODaily_1982/Dec-2005/Jun
Examined 150 files	
3	212: ONTAP(R) PsycINFO(R)
1	249: Mgt. & Mktg. Abs._1976-2005Sep W2
1	258: AP News Jul_2000-2005/Sep 17
5	262: CBCA Fulltext_1982-2005/Sep 12
2	267: Finance & Banking Newsletters_2005/Sep 13
Examined 200 files	
Examined 250 files	
1	392: Boston Herald_1995-2005/Sep 16
2	436: Humanities Abs Full Text_1984-2004/Dec
Examined 300 files	
1	444: New England Journal of Med._1985-2005/Sep W1
1	471: New York Times Fulltext_1980-2005/Sep 17
36	484: Periodical Abs Plustext_1986-2005/Sep W2
3	485: Accounting & Tax DB_1971-2005/Sep W1
Examined 350 files	
5	532: Bangor Daily News_1996-2005/Sep 17
1	545: Investext(R)_1982-2005/Sep 17
20	553: Wilson Bus. Abs. FullText_1982-2004/Dec
Examined 400 files	
3	609: Bridge World Markets_2000-2001/Oct 01
1	610: Business Wire_1999-2005/Sep 17
9	613: PR Newswire_1999-2005/Sep 17
1	616: Canada NewsWire_1999-2001/Mar 09
11	621: Gale Group New Prod.Annou.(R)_1985-2005/Sep 19
1	623: Business Week_1985-2005/Sep 15
3	624: McGraw-Hill Publications_1985-2005/Sep 16
3	631: Boston Globe_1980-2005/Sep 16

	2	634: San Jose Mercury_ Jun 1985-2005/Sep 16
	3	635: Business Dateline(R)_1985-2005/Sep 17
	3	636: Gale Group Newsletter DB(TM)_1987-2005/Sep 16
	1	638: Newsday/New York Newsday_1987-2005/Sep 16
	1	640: San Francisco Chronicle_1988-2005/Sep 16
	1	643: Grand Forks Herald_1995-2005/Sep 16
Examined	450	files
	1	648: TV and Radio Transcripts_1997-2005/Sep W2
	13	649: Gale Group Newswire ASAP(TM)_2005/Sep 06
	2	660: Federal News Service_1991-2002/Jul 02
	1	711: Independent(London)_Sep 1988-2005/Sep 17
	1	714: (Baltimore) The Sun_1990-2005/Sep 16
Examined	500	files
	1	716: Daily News Of L.A._1989-2005/Sep 16
	2	718: Pittsburgh Post-Gazette_Jun 1990-2005/Sep 16
	1	719: (Albany) The Times Union_Mar 1986-2005/Sep 15
	1	721: Lexington Hrlld.-Ldr._1990-2005/Sep 16
	1	723: The Wichita Eagle_1990-2005/Sep 16
	2	733: The Buffalo News_1990- 2005/Sep 15
Examined	550	files
	4	781: ProQuest Newsstand_1998-2005/Sep 17
	2	813: PR Newswire_1987-1999/Apr 30
	1	929: Albuquerque Newspapers_1995-2005/Jul 31
Processing		
Processing	1	993: NewsRoom 2003
Processing		
Processing	41	996: NewsRoom 2000

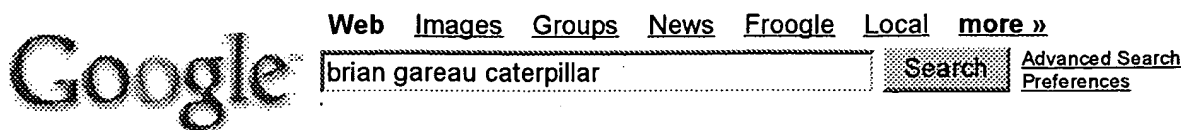
65 files have one or more items; file list includes 580 files.
 One or more terms were invalid in 108 files.

Dialog
9/17/05

Set	Items	Description
S1	436	((CULTURAL()ASSESSMENT? ?) AND (BUSINESS?? OR ORGANIZATION-?? OR COMPANY OR CORPORAT????? OR COMPANIES) AND (ISSUE? ? OR THEME? ? OR COMPLAINT? ? OR GRIEVANCE? ?)) NOT PY>2000
S2	426	S1/FULLTEXT
S3	267	RD (unique items)
S4	106	S3 AND (AVERAGE? ? OR NORM? ? OR MEDIAN? ?)
S5	47	S4 AND (FOCUS()GROUP? ? OR WALK()AROUND OR INTERVIEW? ?)
S6	28	S5 AND (AVERAGE? ? OR MEDIAN? ?) -kuc
File	1:ERIC	1966-2004/Jul 21 (c) format only 2004 Dialog
File	6:NTIS	1964-2005/Sep W1 (c) 2005 NTIS, Intl Cpyrght All Rights Res
File	9:Business & Industry(R)	Jul/1994-2005/Sep 16 (c) 2005 The Gale Group
File	11:PsycINFO(R)	1887-2005/Jul W4 (c) 2005 Amer. Psychological Assn.
File	13:BAMP	2005/Aug W4 (c) 2005 The Gale Group
File	15:ABI/Inform(R)	1971-2005/Sep 16 (c) 2005 ProQuest Info&Learning
File	16:Gale Group PROMT(R)	1990-2005/Sep 16 (c) 2005 The Gale Group
File	20:Dialog Global Reporter	1997-2005/Sep 17 (c) 2005 Dialog
File	35:Dissertation Abs Online	1861-2005/Aug (c) 2005 ProQuest Info&Learning
File	47:Gale Group Magazine DB(TM)	1959-2005/Sep 19 (c) 2005 The Gale group
File	50:CAB Abstracts	1972-2005/Aug (c) 2005 CAB International
File	65:Inside Conferences	1993-2005/Sep W2 (c) 2005 BLDSC all rts. reserv.
File	75:TGG Management Contents(R)	86-2005/Sep W2 (c) 2005 The Gale Group
File	88:Gale Group Business A.R.T.S.	1976-2005/Sep 15 (c) 2005 The Gale Group
File	103:Energy SciTec	1974-2005/Aug B2 (c) 2005 Contains copyrighted material
File	122:Harvard Business Review	1971-2005/Jul (c) 2005 Harvard Business Review
File	148:Gale Group Trade & Industry DB	1976-2005/Sep 19 (c)2005 The Gale Group
File	149:TGG Health&Wellness DB(SM)	1976-2005/Sep W2 (c) 2005 The Gale Group
File	155:MEDLINE(R)	1951-2005/Sep 19 (c) format only 2005 Dialog
File	180:Federal Register	1985-2005/Sep 19 (c) 2005 format only DIALOG
File	194:FBODaily	1982/Dec-2005/Jun (c) format only 2005 Dialog
File	212:ONTAP(R) PsycINFO(R)	 (c) 2004 Amer. Psychological Assn.
File	249:Mgt. & Mktg. Abs.	1976-2005Sep W2 (c) 2005 Pira International
File	258:AP News	Jul 2000-2005/Sep 17 (c) 2005 Associated Press
File	262:CBCA Fulltext	1982-2005/Sep 12 (c) 2005 Micromedia Ltd.
File	267:Finance & Banking Newsletters	2005/Sep 13

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 (c) 2005 Boston Herald
 File 436:Humanities Abs Full Text 1984-2004/Dec
 (c) 2005 The HW Wilson Co
 File 444:New England Journal of Med. 1985-2005/Sep W1
 (c) 2005 Mass. Med. Soc.
 File 471:New York Times Fulltext 1980-2005/Sep 17
 (c) 2005 The New York Times
 File 484:Periodical Abs Plustext 1986-2005/Sep W2
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 File 485:Accounting & Tax DB 1971-2005/Sep W1
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 (c) 2005 PR Newswire Association Inc
 File 616:Canada NewsWire 1999-2001/Mar 09
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 (c) 2005 The McGraw-Hill Companies Inc
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File 733:The Buffalo News 1990- 2005/Sep 15
(c) 2005 Buffalo News

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... **Brian Gareau, Caterpillar's** Corporate Positive Management Initiative Manager, shared specific business unit bottom line ROC results including: multi-million ...

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Brian Gareau started at **Caterpillar** as a Plant Operations Trainee in East Peoria in 1981, which included direct supervision over two manufacturing lines. ...

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Freedom of the City

... Awarded Medaille Amelie **Gareau**, Medaille Scoute Emerite, Medaille Croix de

... Long and well respected career with **Caterpillar**, British Ropes Ltd., ...

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Gareau, Brian & Patricia. Spinder, Mr. & Mrs. Jim. Sweikert, Bob & Jan. Pekin High School,. Anonymous. Trivoli United Methodist. Yvorchuk, Jo-Anna ...

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applicants to replace **Brian** as our produce assistant. ... It is sprayed onto the leaves where the **caterpillar** is. feasting. The Bt invades the **caterpillar** ...

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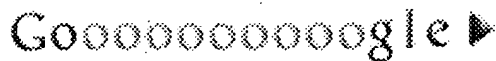
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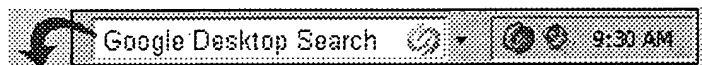
Mr. William E. **Gareau, Jr.** Mr. Scott T. Haban. Ms. Diane E. Hageman. Mr. Xiaoping Han*

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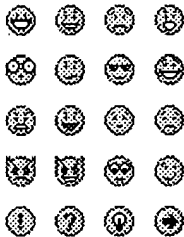
Font colour: **Default**

Font size: **Normal**

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[quote="Anonymous"]Please share the definition of "employee engagement" your company is currently using.

Many thanks,

Brian Gareau
Caterpillar Inc.[/quote]

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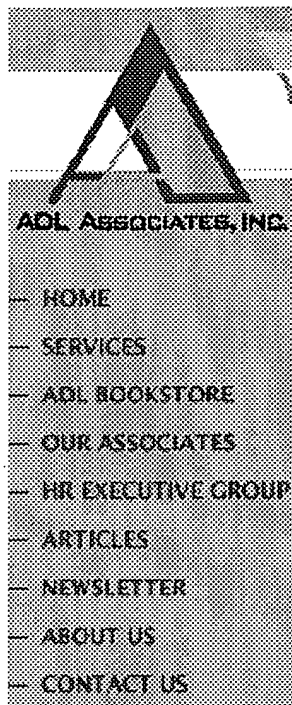
Please share the definition of "employee engagement" your company is currently using.

Many thanks,

Brian Gareau
Caterpillar Inc.

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The ADL Associates HR Executive Forum MAXIMIZING A BUSINESS' RETURN ON CULTURE (ROC) ... IT'S BACK TO BASICS By Al Lucia and Brian Gareau

What do a national study on future workforce requirements...companies like Caterpillar Inc., Con-Way Transportation Services, RDV Sports, Fujitsu Transaction Solutions, Watkins Motor Lines, and Blue Cross of Florida ... and a new book just released all have in common? They all focus on the effects of a business' bottom line (ROC) and the impact consistently practicing "Back To Basics" can have on the. This was also the latest topic of ADL Associates' Annual HR Executive Forum in Orlando, Florida.

Culture has been described as "the most underutilized resource in business today" ... "something second harder components of a business strategic plans" ... "hard to assess or change it". Participants at the ADL Associates' Annual HR Executive Forum dispelled many of these assumptions and shared a variety of practices.

DEFINE IT

Bill Schneider, author of "The Re-engineering Alternative" opened the forum making a case for the essential nature of culture definition and the need for specific steps to implement stated values. This was emphasized during description of the Four Core Cultures, *Collaboration, Control, Cultivation and Competence*. In re-organization has a combination of these and separate facilities or divisions may also compound this. Value is reaching consensus on definitions and then bringing the culture to life with policies, practices and standards that fit.

KEEP ON TRUCKIN'

Pat Jannausch, Vice President of Human Resources for Con-Way Transportation Services with nearly 1 employees supported Bill's message with a detailed description of how they have defined and reinforced culture. Con-Way's four-star cultural values of Safety, Integrity, Commitment and Excellence seem to be they are. The true test and return however comes from their disciplined implementation, daily living a continuous reinforcement. Is it working? Well, you be the judge. Con-Way is totally non-union and the profitable trucking company in the United States.

RETURN ON CULTURE (ROC)

Measurement is a key to continuous improvement. Caterpillar Inc., a Fortune 100 and global leader in industry, has a patent pending on its Cultural Assessment Process. Begun internally in 1999, the Cultural Assessment Process includes: a detailed assessment, executive analysis & summary, action planning, 100-day follow-up measurement. Nearly 50 assessments have been done worldwide, at Caterpillar, in over 4200 employees. Brian Gareau, Caterpillar's Corporate Positive Management Initiative Manager, specific business unit bottom line ROC results including: multi-million dollar savings, more efficient start-up operations, reduction in grievances and significantly improved Employee Opinion Survey results. Caterpillar intends to license its Cultural Assessment process in North America allowing other organizations to benefit from their experience and share in a comparative database.

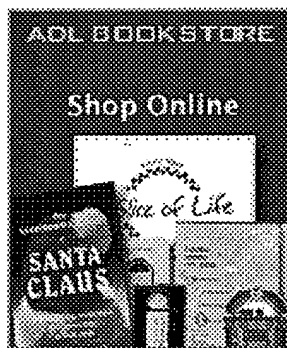
WORKFORCE 2020

Donna Long of DML Training & Consulting in Kissimmee, Florida provided a peek into the future. Her involvement with the Workforce 2020 project and concept was connected to the subject of culture through a series of opening statistics regarding the workforce of the future. To maintain and/or achieve an *employer of choice* status, organizations must embrace a culture viable for the emerging workforce -- one that continues to grow, older, more ethnically diverse, with more females and more generations represented. Spirit (or employee attitudes) will play an increasingly important role. Donna believes that knowing what to do isn't enough; creating a culture where people are inspired to *show what they know* about customer service and leadership is critical key to success. This level of spirit requires continuous review and reinforcement activities that are owned by the employees and supported with strong leadership.

LESSONS SHARED

An intimate roundtable discussion of critical business culture basics that impact ROC was also conducted. Practices and lessons learned were shared in a number of key areas including:

- **Balance** ...reviewing Eckes' ($Q \times A = E$) formula and its impact on culture



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- **CBWA** ... caring by walking around and providing creative employee assistance
- **Communications** ... balancing high tech & high touch and the importance of the "Factor of 7" - n repeated to ensure they are internalized.
- **Leadership** ... impact of follow-up and how leaders embed culture (consciously and sub-consciously)
- **Measurement** ... selection, consistency, and accountability
- **Performance management** ... at the heart of results and accountability
- **Pitfalls of POTY Activities** ... programs of the year
- **Process management** ... documenting, measuring, supporting, and reducing variance
- **Recognition** ... how to embed in culture and the seven critical elements
- **Technology**... video and intranet utilized to enhance a message and ensure investment in legislative voluntary initiatives
- **Values**... the litmus test during reductions in force

PRACTICAL SOLUTIONS

Just released, "Back to Basics, Practical Solutions for Today's Leaders", reinforces the "tried and true" for today's leaders. Remember BASICS are fundamental, essential, indispensable, and not to be discarded. Forum attendees agreed with the 30+ contributing authors that the most important areas for attention to basics are: Leadership, Commitment, Communication, Recruitment, Recognition and Change Management. The basic objectives to build employee trust and commitment cannot waiver.

The true defining moment of a culture is what people do and how they do it when no one is looking. Organizations can increase discretionary effort of their human resources by focusing in on BASICS. It will produce better business results (ROC).

Al Lucia has spent more than 25 years helping organizations define their culture and bring it to life. He includes GE, Ocean Spray, Exxon Mobil, Southwest Airlines, Con-Way Transportation Services, and many more. He has co-authored a number of books including "Walk the Talk and Get the Results You Want", "144 Ways to Walk the Talk" Walking the Talk Together", "Rock Your Way To Happiness", "Build Commitment and Results Come" and his most recent "Back to Basics, Tried and True Solutions for Today's Leaders". He has also written dozens of articles for management periodicals.

Al is a regular speaker at numerous state and national conventions and is the President of ADL Associates group of consultants, speakers, coaches, authors and trainers.

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Brian Gareau has been in both the operations and the people side of Caterpillar Inc. for over 20 years with experience as facility manager, regional manager general manager and start-up manager qualified in his unique way for his current responsibilities. Brian manages Caterpillar's Positive Management Initiative group which provides internal consulting on educating, assessing, and maximizing Return On Culture. PMI's goal is to leverage best practices and lessons learned across the enterprise. They have successfully completed work in the U.K., Northern Ireland, Sweden, Switzerland, The Netherlands, Canada, and the U.S. Since ROC is applicable to any setting, PMI's work has also crossed functional areas like manufacturing, marketing, Finance and Human Resources.

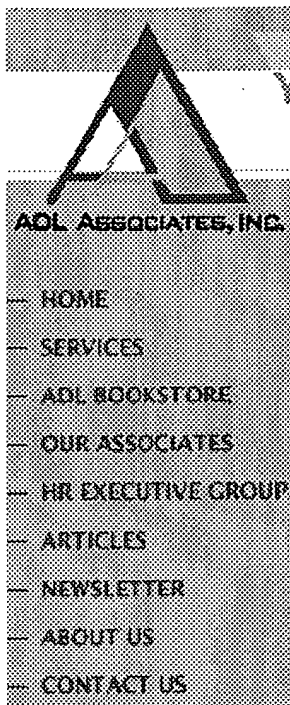
Brian is a member of the Advisory Board of the ADL Associates HR Executive Forum and presented reports on ROC at the Annual Forum in Orlando.

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Marriott Orlando World Resort • Orlando, FL
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Based on the book by the presenters and authors, Al Lucia and Brian Gareau, *A Slice of Life: A Story At Perspective, Priorities, and PIZZA* (included for all participants). This workshop is designed for employee levels. In addition, it is a showcase for those interested in bringing it in-house.

This interactive workshop illustrates the value of engagement first to the employee, then to the team, and the organization. It is a terrific reminder for all to get in touch with what it feels like to be engaged in what you are doing. Once you are engaged in your own life, there are many specific strategies to explore to bring the idea to work.

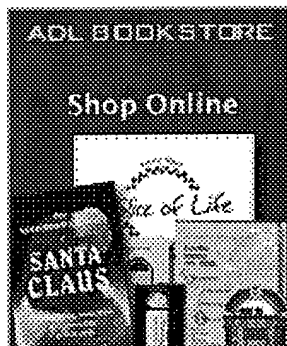
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About the Presenters

Al Lucia

Al Lucia has spent more than 25 years helping organizations and individuals make the connection between driven practices and bottom-line results. As a consultant, he has worked with all types and sizes of organizations helping to build employee commitment, match values to actions, and attain both personal and organizational goals. His clients include notables such as General Electric, Ocean Spray, DuPont, Raytheon, Southern Methodist University, West Virginia University Hospital, Southwest Airlines, Wal-Mart, and many more.

Al has co-authored nine books: *WALK THE TALK...And Get The Results You Want*, *144 Ways To Walk The Talk Together*, *Rock Your Way To Happiness*, *Employee Commitment: If You Build It, Results Will Come*, *Basics: Tried and True Solutions for Today's Leaders*, *The Leadership Secrets of Santa Claus*, *Jukebox Your Success*, and *A Slice of Life: A Story About Perspective, Priorities, and PIZZA*. He has also published dozens of articles in management and human resource periodicals, and is a popular speaker at numerous national conferences. His favorite pizza is deep dish with anchovies.

Brian Gareau

Brian Gareau started at Caterpillar as a Plant Operations Trainee in East Peoria in 1981, which included direct supervision over two manufacturing lines. Currently, Brian is the division manager of OE+E (Organization Effectiveness + Engagement) in the Human Services Department.

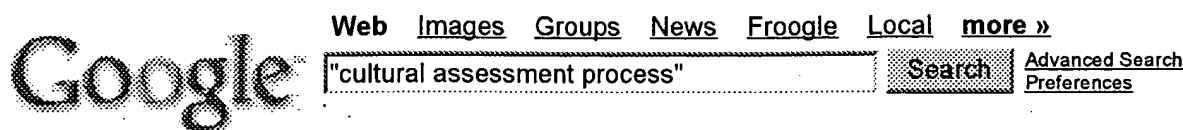
Brian spent five years in Corporate Public Affairs and held positions such as Community & Corporate Support Representative and Corporate Spokesperson. In 1987, Brian moved to Morton Parts & Service Sales and Dealer Services area. He relocated to Minnesota in 1990 as the St. Paul Regional Distribution Center Manager. Brian transferred to Cat Logistics in Pennsylvania where he coordinated the start-up and ongoing operations of Siemens. In 1996, he returned to Peoria as General Manager of North & South American start-ups for Logistics. Over a seven year period in Cat Logistics, Brian was directly involved in nine new plant start-ups. He joined the OE+E group in 1998. Since then, Brian has provided direct services to more than 70 Caterpillar and/or dealers in the U.S., Europe, and South America.

Brian earned his B.A. in Political Science from Hartwick College in Oneonta, NY in 1980. He is the co-inventor of Caterpillar's patent-pending Cultural Assessment Process. He also co-authored his first book, *"A Slice of Life of Perspectives, Priorities, and PIZZA"* in 2004. His favorite pizza is thin crust...piled high with different meats.

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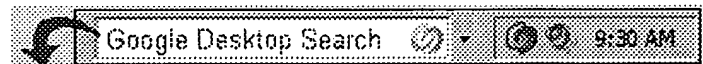
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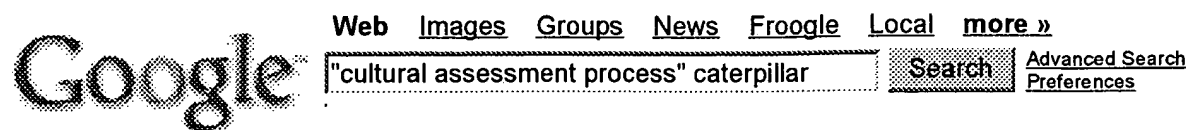


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He is the co-inventor of **Caterpillar's** patent-pending **Cultural Assessment Process**.

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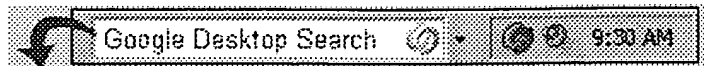
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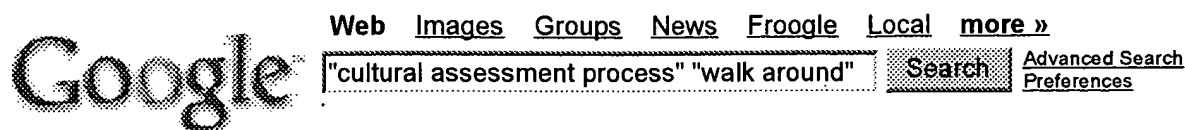


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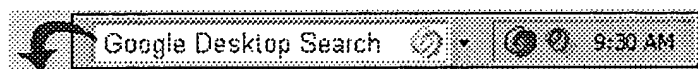
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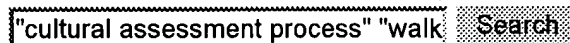
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